

Professional Business Support Services

Key data

Price (EUR)*	10.3
Country	Finland
Bloomberg	TNOM.FH
Reuters	TNOM.HE
Free float	59.6%
Market cap (EURm)	452
Net debt (current Y/E) (EURm)	45
No. of shares (m)	43.9
Next event	Q2: 2-Aug

* Price as at 18:05 EET on 26 April 2022

CEO Otto-Pekka Huhtala
CFO Matti Elonen

Company description

Talenom is an accounting services company operating in Finland, Sweden and Spain. Talenom offers a wide range of accountancy and other services including tax and legal advisory, banking services and financial management tools for SMEs. Talenom has over 1000 employees and 55 locations, and provides accounting through its proprietary in-house software. The company is headquartered in Oulu, Finland.

Ownership structure

Harri Tahkola	18.5%
Markus Tahkola	11.0%
SEB Funds	5.8%
Allianz Vie S.A.	5.0%
Evli Funds	3.8%

Source: Company data ("d Mmmm YYYY")

Estimate changes

	22E	23E	24E
Sales	0.7%	0.7%	0.7%
EBITDA	2.2%	1.7%	1.6%
EBIT (adj.)	2.2%	-0.2%	0.2%
EPS (adj.)	n.m.	n.m.	n.m.

Source: Danske Bank Equity Research estimates

Analyst(s)

Daniel Lepistö

Find our research here:
<https://research.danskebank.com>

Important disclosures and certifications are contained from page 9 of this report

Talenom

Sweden and Spain next in focus

Talenom's Q1 22 results were encouraging overall and we reiterate our positive view. Reported sales were EUR25.2m (2% below FactSet consensus) and reported EBIT 14% above consensus, albeit driven by one-offs. Operationally, Talenom appears to be moving in the right direction and its commentary about progress in Sweden and plans in Spain remained upbeat. We reiterate our 12M fair value range of EUR11-13.

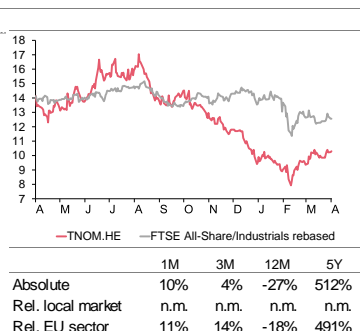
- Impact on the investment case.** Our positive view on Talenom remains unchanged, due to the overall supportive Q1 numbers. Even though Q1 organic sales growth (around one-third of the total, i.e. 8%) was slightly lower than we had expected (our estimate 11%), company commentary about the organic growth was encouraging. The growth came predominantly from new customers and value-add services, which strengthens our view that additional top-line tailwinds are likely in H2 from price hikes, which are going on in the industry. Commentary on the progress in Sweden was also encouraging, as the organic growth ambitions there seem to have started better than management expected, albeit still insignificant for now. We believe that growing the Swedish operations and showing organic growth and higher margins there would be the next key steps for the company, to better illustrate Talenom's service value proposition and its international potential.
- Freemium software progressing as expected, potential looks significant.** Talenom's TiliJaska freemium software user base continues to grow, even though the company has still not started outbound marketing of the product. We believe its plans for the software to be used as a lightweight entry tool to new markets in the future seem more tangible and that the perceived market potential in Sweden and Spain looks significant. Talenom's key advantage against other software competitors in this space is its ability to provide highly automated bookkeeping for even the smallest customers, making these customers more commercially viable, which is difficult for its competitors to do, we believe.
- Estimate changes.** We make various minor estimate adjustments.
- Valuation.** We reiterate our fair value range of EUR11-13. Talenom is trading at around 10-20% discount to Nordic SaaS peers on EV/EBIT and P/E, which we argue is unwarranted. Our fair value mid-point suggests EV/EBIT 26.8x for 2023E, on par with Nordic peers.

Key financials

Year-end Dec (EUR)	2020	2021	2022E	2023E	2024E
Revenues (m)	65.2	82.8	106	120	134
Revenues growth	12.4%	27.1%	27.9%	13.2%	12.0%
EBITDA (m)	23.3	27.7	33.7	39.9	48.0
EBIT adj. (m)	12.9	14.8	16.6	20.9	28.1
EBIT growth	23.7%	14.6%	12.2%	25.9%	34.8%
Pre-tax profit (m)	12.0	14.0	15.9	20.1	27.4
EPS adj.	0.22	0.25	0.29	0.37	0.50
DPS	0.15	0.17	0.18	0.19	0.20
Dividend yield	1.0%	1.5%	1.7%	1.8%	1.9%
FCFE yield (pre-IFRS16)	0.9%	0.3%	0.9%	3.7%	5.0%
EBIT margin (adj.)	19.8%	17.8%	15.6%	17.4%	20.9%
Net debt/EBITDA (x)	1.2	1.4	1.3	1.0	0.5
ROIC	18.1%	15.5%	14.5%	17.0%	22.5%
EV/sales (x)	10.4	6.7	4.7	4.1	3.6
EV/EBITDA (adj.) (x)	29.2	20.0	14.7	12.3	10.0
EV/EBIT (adj.) (x)	52.7	37.4	30.0	23.5	17.0
EV/EBIT (adj.) (x)	52.7	37.4	30.0	23.5	17.0
P/E (adj.) (x)	67.9	47.2	35.5	28.1	20.6

Source: Company data, Danske Bank Equity Research estimates

Price performance



Source: FactSet

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Q1 22 review

Talenom reported Q1 22 sales of EUR25.2m (+24% y/y, 2% below consensus) and EBIT of EUR4.9m (19.4% margin, 14% above consensus). One-third of the growth was organic and two-thirds from M&A. The organic growth was slightly lower than we had expected (our estimate 11%) and was driven by new customers and value-add consultancy services. There were no effects from price hikes, which are due to be implemented later in Q2, mainly to match the inflationary pressure from higher wages. In Sweden, the organic contribution remains minimal in a monetary sense, but has started clearly better than the company expected.

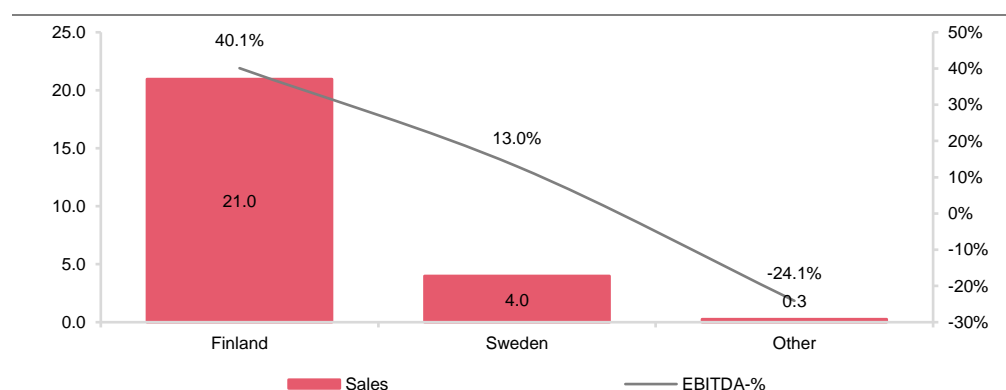
Sweden's profitability improved notably, and the company expects this to continue as it implements its own software there this year. Unusually high other operating income (related to additional purchase prices for past M&A) of some EUR0.5m (EUR0.05m in Q1 21) boosted the reported EBIT margin to 19.4%. Adjusting for this, the EBIT margin was still some 17.5% (our estimate 16.3%), and adjusted EBIT would have been 3% ahead of FactSet consensus. Moreover, looking at EBITDA margins in Q1, Finland exceeded 40% (+39.4% y/y), while Sweden improved to 13% (+4.5% y/y), showing improving efficiency despite high M&A activity.

Table 1 : Deviation between actual results and estimates

EURm	Actual Q1 22	Danske Q1 22E	Diff %	Consensus (FactSet)		Q1 21
				Q1 22E	Diff %	
Sales	25.2	25.4	-1%	25.7	-2%	20.3
EBIT	4.9	4.1	18%	4.3	14%	4.4
Net profit or loss	3.7	3.2	17%	3.2	16%	3.3
Basic EPS	0.09	0.07	24%	0.07	29%	0.08
						0
Sales growth	24.1%	25.0%		26.6%		16.5%
EBIT growth	11.1%	-6.1%		-2.5%		34.1%
EBIT margin	19.4%	16.3%		16.7%		21.7%

Source: Company data, FactSet consensus, Danske Bank Equity Research estimates

Chart 1 : Geographical sales (EURm) and EBITDA margin (%)



Source: Company data

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Table 2 : Quarterly and annual financials

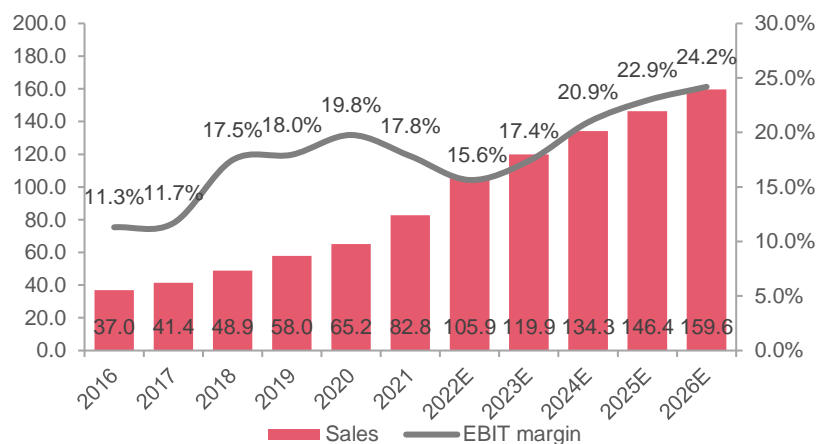
EURm	2020	Q1 21	Q2 21	Q3 21	Q4 21	2021	Q1 22	Q2 22E	Q3 22E	Q4 22E	2022E	2023E
Sales	65.2	20.3	21.4	19.4	21.8	82.8	25.2	27.0	25.2	28.5	105.9	119.9
Growth y/y	12.4%	17.0%	29.6%	30.4%	32.2%	27.1%	24.1%	26.5%	30.0%	31.0%	27.9%	13.2%
Personnel costs	-33.9	-10.8	-11.5	-10.1	-12.2	-44.6	-13.4	-14.9	-13.4	-16.3	-57.9	-64.4
% of sales	-52.1%	-53.2%	-54.0%	-52.1%	-56.1%	-53.9%	-53.2%	-55.0%	-53.1%	-57.1%	-54.7%	-53.7%
Materials and services	-2.5	-0.5	-0.8	-0.8	-0.9	-3.1	-0.9	-1.0	-1.0	-1.1	-4.0	-4.2
Other costs	-5.6	-1.9	-2.0	-2.1	-2.3	-8.2	-2.6	-2.5	-2.7	-3.0	-10.8	-12.0
EBITDA	23.3	7.2	7.2	6.7	6.6	27.7	8.9	8.7	8.1	8.1	33.7	39.9
EBITDA margin	35.7%	35.4%	33.7%	34.5%	30.3%	33.4%	35.2%	32.0%	32.1%	28.5%	31.8%	33.2%
D&A	-10.4	-2.5	-2.6	-2.7	-2.6	-2.8	-2.8	-3.1	-3.2	-3.8	-12.9	-17.1
EBIT	12.9	4.4	4.1	3.4	2.8	14.8	4.9	4.5	3.7	3.6	16.6	20.9
EBIT margin	19.8%	21.7%	19.4%	17.8%	12.7%	17.8%	19.3%	16.5%	14.7%	12.5%	15.6%	17.4%
Net financials	-0.9	-0.2	-0.3	-0.2	-0.2	-0.8	-0.2	-0.3	-0.2	-0.2	-0.7	-0.7
Pre-tax profit	12.0	4.2	3.8	3.3	2.6	14.0	4.7	4.2	3.5	3.4	15.9	20.1
Taxes	-2.4	-0.7	-0.7	-0.6	-0.4	-3.2	-0.9	-0.8	-0.8	-0.8	-3.2	-4.0
Tax rate	20.3%	16.6%	18.6%	18.9%	15.6%	22.9%	19.2%	18.8%	21.4%	22.4%	20.0%	20.0%
Net income	9.6	3.5	3.1	2.7	2.2	10.8	3.8	3.4	2.8	2.6	12.7	16.1

Source: Company data, Danske Bank Equity Research estimates

Executive summary

We see Talenom as a growth case driven by market share gains in fragmented and non-cyclical end-markets in accounting services. The company operates in Finland, Sweden and most recently Spain. Over 90% of Talenom's revenue is recurring and we expect the company to maintain its organic sales CAGR of over 10% in the coming years. The company's current appetite for M&A is driven both by its international expansion strategy and ability to convert acquired local (Finnish) businesses to its current profitability level, due to its largely automated in-house accounting software. In our view, Talenom will continue to acquire smaller accounting firms mostly for their existing customer bases, which is set to drive revenues near term but keep the company's profitability expansion modest. We discussed our view on Talenom in detail in our longer report, *Talenom A winning growth model with inorganic support*, 16 June 2021.

Chart 2: Talenom sales (EURm) and EBIT margin



Source: Company data, Danske Bank Equity Research estimates

Differentiating model in a conservative industry

Talenom is a Finnish accounting service provider that has the following three elements to its strategy. 1) Talenom aims to provide easy and automated financial accounting for customers, which are mainly smaller companies. 2) Talenom has its own in-house software, which has largely automated the bookkeeping process, improving profitability and eliminating Talenom's dependency on third-party accounting software firms. 3) With increased automation, Talenom aims to provide more value-added services to its existing customers, including hourly-paid financial consulting and other tax, legal and advisory services.

Talenom's own accounting software has been developed for over 10 years and the high automation increases process efficiency, which significantly improves accountant productivity, enabling faster processes and a higher capacity of firms for accountants to oversee. Moreover, the streamlined accounting process enables Talenom to create value through M&A, as the company is able to convert acquired local companies to Talenom's own profitability within three years, according to management estimates. This allows Talenom to purchase recurring revenue with low risk and maintain its sales growth even in times of weakening organic growth.

Talenom's main strategic choices include investing heavily in own software development and automation of operations and it has developed a scalable bookkeeping production line, with dedicated teams for different industries. This has improved company profitability and releases people for value-added consultancy work. Organic growth is seen by management as the best way to grow due to lower total cost, but the significant salesforce (up to 15% of personnel) burdens the cash flow (costs are partly capitalised so they are not fully visible in the income

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statement). Talenom's core business is stable with >90% recurring revenues, low customer churn and long contracts.

Valuation

We maintain our 12M valuation range for Talenom at EUR11-13, due to neutral estimate revisions, and overall we remain very positive about the investment case. In our view, the TiliJaska small company solution is set to support organic growth in the medium term and continued bolt-on acquisitions should keep reported sales growth at a high level.

At our fair value mid-point Talenom would be trading at par with/slightly below the Nordic SaaS players, but clearly below the high-growth, high-margin peers Fortnox and Lemonsoft. We believe that a valuation clearly below these peers is warranted for the case, but overall Talenom has several long-term structural positives in its business and new services that closely relate to SaaS companies.

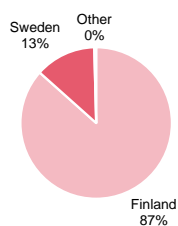
Table 3: Valuation range

	Share price, EUR				
	10.0	11.0	12.0	13.0	14.0
2022E	10.0	11.0	12.0	13.0	14.0
EV/Sales (x)	4.5	4.9	5.3	5.7	6.1
EV/EBITDA (x)	14.1	15.4	16.7	18.0	19.3
EV/EBIT (x)	28.6	31.3	33.9	36.6	39.2
P/E (x)	34.5	38.0	41.4	44.9	48.3
2023E	10.0	11.0	12.0	13.0	14.0
EV/Sales (x)	3.9	4.3	4.7	5.0	5.4
EV/EBITDA (x)	11.8	12.9	14.0	15.1	16.2
EV/EBIT (x)	22.6	24.7	26.8	28.9	31.0
P/E (x)	27.3	30.0	32.7	35.5	38.2

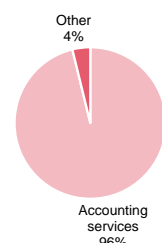
Source: Danske Bank Equity Research estimates

Company summary

Sales breakdown by geographical area



Sales breakdown by division



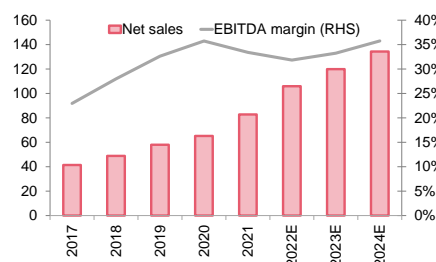
Company information

Talenom
Yrttipellontie 2, 90230 Oulu
Finland
www.talenom.fi

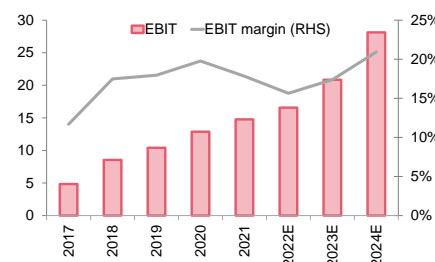
Main shareholders

Name	Votes (%)	Capital (%)
Harri Tahkola	18.5%	18.5%
Markus Tahkola	11.0%	11.0%
SEB Funds	5.8%	5.8%
Allianz Vie S.A.	5.0%	5.0%
Ev li Funds	3.8%	3.8%

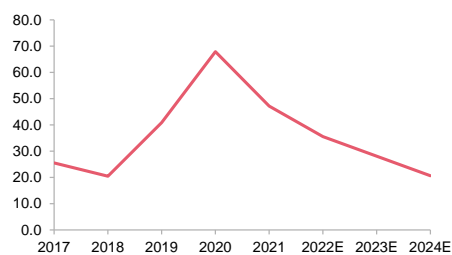
Net sales and EBITDA margin (EURm)



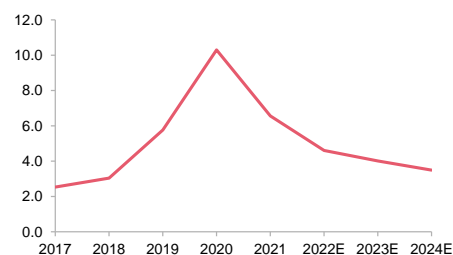
EBIT and EBIT margin (EURm)



P/E NTM (x)



EV/sales NTM (x)



Source: FactSet, Company data, Danske Bank Equity Research estimates

Summary tables

INCOME STATEMENT

Year end Dec, EURm	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
Net sales	33.0	37.0	41.4	48.9	58.0	65.2	82.8	106	120	134
Cost of sales & operating costs	-28.4	-30.5	-32.3	-35.9	-39.4	-42.0	-55.9	-72.7	-80.6	-86.8
EBITDA	4.9	6.8	9.5	13.7	18.9	23.3	27.7	33.7	39.9	48.0
EBITDA, adj.	4.9	6.8	9.5	13.7	18.9	23.3	27.7	33.7	39.9	48.0
Depreciation	-6.2	-2.6	-0.7	-0.7	-2.5	-2.9	-3.6	-3.9	-4.1	-4.3
EBITA	-1.3	4.2	4.8	8.5	10.4	12.9	14.8	16.6	20.9	28.1
EBIT incl. EO, bef. ass.	-1.3	4.2	4.8	8.5	10.4	12.9	14.8	16.6	20.9	28.1
EBIT, adj.	-0.3	4.2	5.2	8.5	10.4	12.9	14.8	16.6	20.9	28.1
Financial items, net	-1.1	-0.6	-0.5	-0.6	-0.8	-0.9	-0.8	-0.7	-0.7	-0.7
Pre-tax profit	-2.5	3.6	4.3	8.0	9.6	12.0	14.0	15.9	20.1	27.4
Taxes	0.0	-0.7	-0.9	-1.6	-2.0	-2.4	-3.2	-3.2	-4.0	-5.5
Net profit, rep.	-2.4	2.9	3.4	6.4	7.6	9.6	10.8	12.7	16.1	21.9
Net profit, adj.	-1.5	2.9	3.7	6.4	7.6	9.6	10.8	12.7	16.1	21.9

CASH FLOW

EURm	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
EBITDA	4.9	6.8	9.5	13.7	18.9	23.3	27.7	33.7	39.9	48.0
Change in working capital	0.1	-0.1	0.5	-0.5	1.4	1.4	-0.2	0.9	1.1	1.2
Net interest paid	-0.8	0.0	0.1	0.1	0.1	0.1	0.1	-0.7	-0.7	-0.7
Taxes paid	0.0	0.0	-0.4	-1.1	-2.4	-1.9	-2.9	-3.2	-4.0	-5.5
Other operating cash items	0.0	0.1	0.1	0.1	0.3	0.6	0.9	0.6		
Cash flow from operations	4.1	6.8	9.9	12.2	18.3	23.4	25.6	31.3	36.2	42.9
Capex	-8.4	-5.2	-7.4	-8.4	-11.3	-15.4	-16.8	-17.2	-17.8	-18.4
Div to min										
Free cash flow	-4.3	1.6	2.4	3.8	7.1	8.1	8.8	14.1	18.4	24.6
Disposals/(acquisitions)		-0.4		-0.5	-1.8	-2.2	-7.6	-10.6	-2.1	-2.3
Free cash flow to equity	-4.3	1.2	2.4	3.3	5.2	5.9	1.2	3.5	16.3	22.2
Dividend paid		-0.5	-1.4	-2.2	-3.8	-5.4	-6.6	-7.5	-7.9	-8.3
Share buybacks	0.0									
New issue common stock	6.6			-0.2		1.9				
Incr./(decr.) in debt	2.1	-1.0		1.0			10.0	10.6	2.1	2.3
Minorities & other financing CF	-0.6	-0.7	-0.5	-0.9	0.4	-1.0	-3.6	-2.0	-1.8	-1.8
Cash flow from financing	8.1	-2.2	-1.9	-2.3	-3.4	-4.6	-0.2	1.2	-7.5	-7.8
Disc. ops & other										
Incr./(decr.) in cash	3.8	-1.0	0.5	1.0	1.9	1.3	1.0	4.7	8.8	14.4

BALANCE SHEET

EURm	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
Cash & cash equivalents	5.4	4.3	4.9	5.9	7.8	9.1	10.1	14.8	23.6	38.1
Inventory										
Trade receivables	4.4	4.8	5.5	5.5	6.5	7.1	9.8	11.7	13.2	14.8
Other current assets		0.1	0.0	0.0						
Goodwill	18.4	18.4	18.4	18.4	20.7	24.0	37.3	41.5	42.4	43.3
Other intangible assets	9.8	6.7	7.8	10.5	14.9	22.9	36.3	44.1	46.5	48.8
Fixed tangible assets	2.1	2.5	2.5	2.2	2.6	2.5	2.8	3.2	2.6	1.9
Associated companies										
Other non-current assets	0.4	5.2	6.8	8.7	10.4	11.4	12.7	12.2	12.2	12.2
Total assets	40.5	42.0	45.9	51.2	71.3	84.9	118	136	149	168
Shareholders' equity	9.9	11.7	13.9	18.7	23.6	32.2	44.7	50.0	58.2	71.7
Of which minority interests										
Current liabilities	7.1	7.5	8.9	8.6	10.7	13.3	19.7	22.4	25.1	27.8
Interest-bearing debt	23.5	22.7	22.6	23.6	28.1	30.0	40.2	50.8	52.9	55.2
Pension liabilities										
Oth non-curr. liabilities		0.4	0.4	0.3	0.5	1.3	4.2	4.2	4.2	4.2
Total liabilities	30.6	30.6	32.0	32.5	47.8	52.8	73.0	86.2	91.1	96.2
Total liabilities and equity	40.5	42.3	45.9	51.2	71.3	84.9	118	136	149	168
Net debt	18.1	18.4	17.8	17.7	20.3	20.9	30.1	35.9	29.3	17.2

Source: Company data, Danske Bank Equity Research estimates

Summary tables

PER SHARE DATA										
	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
No. of shares, fully diluted (y.e.) (40.9	40.9	40.9	41.2	41.8	43.2	43.9	43.9	43.9	43.9
No. of shares, fully diluted (avg.)	40.9	40.9	40.9	41.1	41.5	43.2	43.5	43.9	43.9	43.9
EPS (EUR)	-0.06	0.07	0.08	0.16	0.18	0.22	0.25	0.29	0.37	0.50
EPS adj. (EUR)	-0.04	0.07	0.09	0.16	0.18	0.22	0.25	0.29	0.37	0.50
DPS (EUR)	0.01	0.03	0.05	0.09	0.13	0.15	0.17	0.18	0.19	0.20
CFFO/share (EUR)	0.1	0.2	0.2	0.3	0.4	0.5	0.6	0.7	0.8	1.0
Book value/share (EUR)	0.24	0.29	0.34	0.45	0.56	0.74	1.02	1.14	1.33	1.64
MARGINS AND GROWTH										
	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
EBITDA margin	14.8%	18.5%	23.0%	28.0%	32.6%	35.7%	33.4%	31.8%	33.2%	35.7%
EBITA margin	-4.0%	11.3%	11.7%	17.5%	18.0%	19.8%	17.8%	15.6%	17.4%	20.9%
EBIT margin	-4.0%	11.3%	11.7%	17.5%	18.0%	19.8%	17.8%	15.6%	17.4%	20.9%
EBIT adj margin	-1.0%	11.3%	12.4%	17.5%	18.0%	19.8%	17.8%	15.6%	17.4%	20.9%
Sales growth		12.0%	12.1%	18.0%	18.6%	12.4%	27.1%	27.9%	13.2%	12.0%
EBITDA growth		39.9%	39.4%	43.8%	38.3%	23.1%	18.8%	21.9%	18.2%	20.4%
EBITA growth		n.m.	15.9%	76.5%	21.8%	23.7%	14.6%	12.2%	25.9%	34.8%
EPS adj growth		n.m.	28.3%	70.2%	18.3%	20.9%	11.9%	16.9%	26.5%	36.1%
PROFITABILITY										
	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
ROIC (after tax, incl. GW, adj.)	-2.4%	11.5%	13.2%	20.0%	18.9%	18.1%	15.5%	14.5%	17.0%	22.5%
ROIC (after tax, excl. GW, adj.)	-6.8%	31.2%	32.5%	43.2%	33.6%	29.6%	26.3%	25.1%	29.4%	39.0%
ROE (adj.)	-29.4%	26.8%	29.0%	39.0%	36.0%	34.4%	28.1%	26.8%	29.7%	33.7%
ROIC (adj.) - WACC	-9.5%	4.3%	6.0%	12.8%	11.7%	10.9%	8.3%	7.3%	9.8%	15.3%
MARKET VALUE										
	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
Share price (EUR)	0.88	1.20	2.13	3.18	7.50	15.1	11.7	10.3	10.3	10.3
No. shares reduced by buybacks	40.9	40.9	40.9	41.2	41.8	43.2	43.9	43.9	43.9	43.9
Mkt cap used in EV (m)	36	49	87	131	314	650	513	452	452	452
Net debt, year-end (m)	18	18	18	18	29	29	39	45	38	26
MV of min/ass and oth (m)	0	0	0	0	0	0	0	0	0	0
Enterprise value (m)	54	67	105	149	343	679	552	496	490	478
VALUATION										
	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
EV/sales (x)	1.64	1.82	2.53	3.04	5.91	10.42	6.66	4.69	4.09	3.56
EV/EBITDA (x)	11.1	9.9	11.0	10.9	18.1	29.2	20.0	14.7	12.3	10.0
EV/EBITA (x)	n.m.	16.1	21.7	17.4	32.9	52.7	37.4	30.0	23.5	17.0
EV/EBIT (x)	n.m.	16.1	20.4	17.4	32.9	52.7	37.4	30.0	23.5	17.0
P/E (reported) (x)	n.m.	16.9	25.5	20.5	40.9	67.9	47.2	35.5	28.1	20.6
P/E (adj.) (x)	n.m.	16.9	23.4	20.5	40.9	67.9	47.2	35.5	28.1	20.6
P/BV (x)	3.61	4.19	6.25	7.00	13.3	20.2	11.5	9.04	7.77	6.30
EV/invested capital (x)	5.6	5.7	7.8	8.2	10.7	17.8	11.0	8.7	8.5	8.2
Dividend yield	1.33%	2.78%	2.50%	2.89%	1.67%	1.00%	1.45%	1.75%	1.84%	1.94%
Total yield (incl. buybacks)	-1.34%	2.78%	2.50%	2.89%	1.67%	1.00%	1.45%	1.75%	1.84%	1.94%
FCFE-yield	-12.13%	3.27%	2.79%	2.90%	2.26%	1.24%	1.71%	3.13%	4.08%	5.44%
FINANCIAL RATIOS										
	2015	2016	2017	2018	2019	2020	2021	2022E	2023E	2024E
Net debt/EBITDA (x)	3.7	2.7	1.9	1.3	1.5	1.2	1.4	1.3	1.0	0.5
Net debt/equity (x), year-end	1.8	1.6	1.3	0.9	1.2	0.9	0.9	0.9	0.7	0.4
Dividend payout ratio	n.m.	46.9%	63.9%	59.1%	68.2%	67.7%	68.6%	62.1%	51.8%	40.1%
Interest coverage (x)	-1.2	7.2	8.1	13.5	12.4	15.0	19.2	24.3	27.8	37.5
Cash conversion (FCF/net profit)	n.m.	55.3%	71.2%	59.8%	93.0%	84.3%	81.2%	111.2%	114.5%	112.2%
Capex/sales	25.6%	14.1%	17.9%	17.2%	19.4%	23.6%	20.3%	16.3%	14.8%	13.7%
NWC/sales	-8.2%	-7.1%	-8.3%	-6.4%	-7.2%	-9.6%	-11.9%	-10.2%	-9.9%	-9.7%
QUARTERLY P&L										
		Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22E	Q3 22E	Q4 22E	
Sales (m)		20.3	21.4	19.4	21.8	25.2	27.0	25.2	28.5	
EBITDA (m)		7.2	7.2	6.7	6.6	8.9	8.7	8.1	8.1	
EBIT before non-recurring items (m)		4.4	4.1	3.4	2.8	4.9	4.5	3.7	3.6	
Net profit (adj.) (m)		3.3	3.1	2.5	1.9	3.7	3.4	2.8	2.7	
EPS (adj.) (EUR)		0.08	0.07	0.06	0.04	0.09	0.08	0.06	0.06	
EBITDA margin		35.4%	33.7%	34.5%	30.3%	35.2%	32.0%	32.1%	28.5%	
EBIT margin (adj.)		21.7%	19.4%	17.8%	12.7%	19.3%	16.5%	14.7%	12.5%	

Source: Company data, Danske Bank Equity Research estimates

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